



2001 - 2006
STRATEGIC PLAN



Director's Message

Dear Reader:

I am proud to present to you the first Strategic Plan drafted by Idaho's newly formed Department of Environmental Quality. This Strategic Plan represents a departure from past planning exercises. This plan lays out our long-term strategy and focuses on problem areas identified as needing our utmost attention. We are addressing these issues through specific actions designed to obtain measurable improvements to the environment.

The Strategic Plan is a business plan that provides the "nuts and bolts" of how our Department will attain improvements to the environment. A "check-off system" brings built-in accountability to the plan itself. In

coming years, the issues and strategic goals identified here will evolve to reflect the Department's long-term environmental management vision, established by the end of 2001.

Your input into our planning process is very important. Please provide your comments to me or Planning Administrator Larry Koenig at (208) 373-0502.

*C. Stephen Allred
Director, DEQ*

Principles and Values

DEQ functions within guiding principles and values developed last year. These principles and values establish a framework for day-to-day activities and are integrated into all DEQ accomplishments. They guide our behavior and are important concepts considered in our decision-making.

- ◆ Rely on science and common sense to achieve results.
- ◆ Utilize prevention-based approaches.
- ◆ Improve state/federal relationship to support state leadership.
- ◆ Serve and satisfy customers through simplicity, accountability and predictability.
- ◆ Recognize the role of Idaho's environmental assets in promoting economic vitality.
- ◆ Embrace diversity and promote teamwork.

How to Contact DEQ:

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2001-2006 STRATEGIC PLAN



Mission

To protect human health and preserve the quality of Idaho's air, land and water for use and enjoyment today and in the future.

Vision

DEQ envisions a future for Idaho's citizens wherein the quality of life is enhanced by the quality of their environment. We will assess, sustain, preserve, and enhance environmental qualities in partnership with communities and businesses, and in concert with the economic vitality of the state.

Background

The Department of Environmental Quality (DEQ) is responsible for protecting human health and preserving the quality of Idaho's environment. DEQ manages a broad range of activities, including: identification of problem areas; regulation of facilities that generate air, water and hazardous waste pollution; air and water quality monitoring; clean-up of contaminated sites; and providing education and technical assistance to businesses, local and state government agencies, and Idaho citizens. DEQ implements regulations adopted by the Idaho Board of Environmental Quality.

DEQ has revised the planning process to enhance accountability and our ability to track performance. The Department is now refocusing on where best to allocate resources. While DEQ is working to develop a long-term environmental vision for the Department, emphasis is being placed on critical problem areas at this time. The long-range environmental vision will provide guidance to federal, state, and local agencies, businesses, and others who work with Idaho's environmental issues so that a proactive, collaborative approach may be implemented.

External Factors:

Impacts from widespread forest fires have resulted in a redirection of DEQ's resources to address significant public health issues and environmental damage. Some drinking water systems may be compromised by the fires. Watersheds will be impacted by runoff, sediment, and lack of vegetative cover. Air quality has been severely impaired in some areas during much of the summer. Remote mine sites also may suffer hazardous material releases and setbacks in restoration efforts.

DEQ Regional Offices are working with local interests to assess and mitigate environmental destruction resulting from this season's forest fires. Response actions most likely will be a focus area in next year's update to our Strategic Plan.

ISSUES and ACTIONS

DEQ has developed the following list of seven major issues facing DEQ and the State of Idaho:

- ❖ *Address contamination in the Coeur d'Alene River Basin through a locally implemented plan which considers long-range economic impacts.*
- ❖ *Reduce the impacts of phosphate mining in Eastern Idaho through mitigating and preventing further increase of selenium levels in the environment.*
- ❖ *Implement plans to improve groundwater quality in identified degraded areas.*
- ❖ *Improve surface water quality in areas identified as not supporting beneficial uses or where the State believes threatened or endangered species exist.*
- ❖ *Protect and improve the quality of the Treasure Valley and Portneuf Valley air sheds to sustain healthy communities.*
- ❖ *Develop state lead for the National Pollution Discharge Elimination System (NPDES) program.*
- ❖ *Attract and retain key environmental professionals.*

These issues require planning and specific actions for DEQ to be successful in achieving its mission and vision. DEQ makes decisions regarding the use of its resources based on these issues. This Strategic Plan provides details on what DEQ expects to accomplish over the next five years. **In next year's update to this Strategic Plan, the list of actions and the measures of success will be evaluated and progress will be clearly reported.**

The following pages contain brief explanations of the issues, the actions DEQ plans to take to address them, and the benefits the public can expect as a return on their investment in the Department. Following the issues section of the plan, summaries of DEQ Divisions' efforts to address a multitude of additional responsibilities are provided. Also available upon request or at our website, www2.state.id.us/deq, is an appendices document with detailed matrices identifying specific actions and resource allocations for each program, projected over 5 years.

Address Contamination in the Coeur d'Alene River Basin Through a Locally Implemented Plan Which Considers Long-Range Economic Impacts. ([Appendix pp. 14-22](#))

The Coeur d'Alene River Basin (Basin) faces significant human health and environmental issues, due to past mining and smelting practices. This area is nearly four times the size of Rhode Island. DEQ is developing a remedial alternative to address environmen-

tal issues in the Basin. A framework plan to guide future long-term environmental improvement is the Department's goal. Local implementation and commitment are required to improve the economic vitality of the area so that long term clean-up efforts can be sustained.



Actions

Key Actions for This Year:

- ☐ Develop, obtain acceptance of, and implement a framework plan to guide environmental cleanup in the Basin.
- ☐ Prioritize and schedule clean-up projects.
- ☐ Establish a locally based organization to proceed with environmental cleanup projects as set forth in the plan.
- ☐ Establish a dedicated Trust Fund to administer funding to implement the plan.
- ☐ Facilitate settlement of the ongoing litigation and outstanding liabilities to assure certainty to the parties involved and to contribute to the Trust Fund.
- ☐ Develop site-specific water quality criteria for metals.

Forecasted:

Stabilize and improve the economic vitality of the area.

Implement and conduct successful and sustainable long-term clean-up activities to improve the environment and health of the area.

Measures of Success

Interim Measures:

Number of site-specific cleanups initiated in high metal-loading source areas.

Number of acres in which corrective measures are being taken.

Legislative approval of statutory language to create a Trust Fund and a locally based organization.

Decrease of hazardous substances released to surface waters.

Settlement of natural resource damage lawsuits.

Environmental Indicators:

Lower blood lead levels in children.

Improved water quality trends in the Basin (Metal Load Trends) to meet water quality standards.

INVESTMENT:

The Waste Management and Remediation Division has dedicated the equivalent of two persons and significant contracting resources to this project. The Water Program has dedicated 4.5 persons to this project. Over the next five years, the investment in this project is expected to double and to include additional contracting resources.

Reduce the Impacts of Phosphate Mining in Eastern Idaho Through Mitigating and Preventing Further Increase of Selenium Levels in the Environment. ([Appendix pp. 14-22](#))

Phosphate mining in southeast Idaho accounts for 67 percent of all combined mineral income generated in the state. Some waste rock generated during mining contains a naturally occurring metal, selenium. Recent deaths of horses and sheep in the phosphate region have been linked to high levels of selenium.

The Mining Industry, federal and state land management agencies, the Shoshone Bannock Tribes, EPA, and DEQ have been working cooperatively toward remediation solutions. Best Management Practices (BMPs) are being implemented to improve on-going mining operations' handling of this mate-

rial. Listed are specific actions the Department is committed to take over the next five years to mitigate the selenium problem in southeast Idaho.

Actions

Key Actions for This Year:

- ☐ Investigate, prioritize and secure funds for remediation activities at inactive mines in the Phosphate Mining District in southeastern Idaho.
- ☐ Develop and implement selenium clean-up standards; conduct ecological and human health risk assessments.
- ☐ Establish a monitoring network and other investigative measures.

Forecasted:

Obtain site-specific agreements with mining companies to clean up mines as prioritized.

Develop Best Management Practices with the Idaho Department of Lands for new and active mines, consistent with inactive mine cleanups.

Measures of Success

Interim Measures:

Number of mine sites undergoing clean-up.

Percent of acres to which BMPs have been applied.

Environmental Indicator:

Reduced levels of selenium and other contaminants present in soils, surface water, and ground water to meet environmental standards.

INVESTMENT:

Currently, the equivalent of three persons is dedicated to this project. Over the next five years, it is anticipated the project will require considerable contracting resources in addition to the equivalent of three full-time employees.

Implement Plans to Improve Ground Water Quality in Identified Degraded Areas. ([Appendix pp. 23-39](#))

A goal of the Department of Environmental Quality (DEQ) is to protect Idaho's ground water resources for current and future beneficial uses in domestic water supplies, aquaculture, agriculture, mining, and industry. Idaho relies upon ground water more than any other state in the nation, with 96 percent of the State's drinking water derived from ground water sources.

Ground water monitoring data collected over the past decade has helped identify areas of degradation. Based upon this information, DEQ developed a policy in March 2000 to address degraded ground water quality areas. DEQ will focus efforts on the identification of areas where significant ground water quality degradation has occurred. Strategies will be developed as

necessary to assess, prevent, protect, and/or remediate priority areas to maintain or improve water quality and to prevent impairment of beneficial uses. Policy implementation initially will address areas degraded by nitrate contamination.

Actions

Key Actions for This Year:

- ☐ Develop priority list for degraded ground water quality areas.
- ☐ Prioritize wastewater land application annual report reviews and inspections according to degraded areas identified.

Forecasted:

Facilitate local development, support, and implementation of ground water quality plans.

Implement ground water plans in two priority areas of the state.

Measures of Success

Interim Measures:

The percentage of wastewater land application permittees meeting regulatory requirements in degraded ground water quality areas.

Development of two local implementation plans per year.

Environmental Indicators:

Improved trends within degraded ground water quality areas.

Percent decrease in number of degraded aquifers on the priority list.

INVESTMENT:

Approximately one half-year person equivalent is currently dedicated to this issue. Over the next five years, the investment is projected to increase up to 8 person years of effort.

Improve the Surface Water Quality in Areas Identified as Not Supporting their Beneficial Uses or Where the State Believes Threatened or Endangered Species Exist.

[\(Appendix pp. 23-39\)](#)

Through 2005, the State will develop more than 50 watershed-sized load allocations (or Total Maximum Daily Load [TMDL] allocations) and prepare specific on-the-ground programs for cleaning up surface waters. Already, Idaho has assessed over 22,000 river miles for water quality and has gathered data on 40 lakes and reservoirs. This information

will help the state prioritize water quality improvement activities for rivers, streams, reservoirs and lakes not meeting beneficial uses. In addition to water quality, Idaho needs to protect and restore threatened and endangered species while developing programs to prevent the need for future listings.

DEQ will integrate its efforts with those set forth in the Governor's Salmon Plan and will work with the Office of Species Conservation.

Actions

Key Actions for This Year:

- ☐ Complete 13 Sub Basin Assessments (SBA).
- ☐ Complete 13 TMDLs scheduled for this year.
- ☐ Assess 50% of available DEQ water quality data to determine which waters comply with water quality standards.
- ☐ Draft water quality standards for temperature.

Forecasted:

Develop Implementation Plans that prescribe on-the-ground actions and procedures needed to clean-up surface waters identified through the TMDL process and track progress.

Measures of Success

Interim Measures:

Percent of stream and river miles assessed.

Number of water bodies designated for beneficial uses.

Percent of TMDL implementation plans initiated and completed.

Number of best management practices and compliance activities in each watershed.

Environmental Indicator:

Stream and river miles assessed meeting water quality standards.

INVESTMENT:

The TMDL component to the Surface Water Quality Program currently utilizes the equivalent of 22 persons and is expected to increase by one per year over the next five years.

Protect and Improve the Quality of the Treasure Valley and Portneuf Valley Airsheds to Sustain Healthy Communities. ([Appendix pp. 1-13](#))

Over the next few years, DEQ will implement innovative approaches to air quality management. In close cooperation with local communities, the Department will refocus resources to protect Idaho's airsheds. DEQ has designated two critical areas, the Treasure and Portneuf Valleys, for priority implementation of the airshed process. However, the process of implementing elements of airshed management will begin in all critical airsheds in Idaho. The Treasure Valley is well along in this strategy, while the Portneuf Valley is just under way.

The goal of the airshed approach is to proactively and holistically manage air quality to meet ambient standards and to protect public health. Airshed management plans can be as simple or as complex as local issues dictate. The process starts by delineating boundaries of discrete airsheds, then scientifically describing the extent of pollution affecting each specific area. Local community advisory groups are organized and meet regularly to establish a strong identity and involvement with the area's air quality issues.

Management plans specific to each area are developed cooperatively for each airshed. Priority projects developed for the airsheds are then integrated into the Department's budget process.

The Treasure Valley's air quality issues are driven by rapid population growth. In the Portneuf Valley, industrial sources dominate air quality problems. Management plans for both of these airsheds will be complex. Specific strategies will be needed to tackle very different air quality problems. Plans for these two priority airsheds are scheduled for completion within five years.

Actions

Key Actions for This Year:

- ☐ Identify geographic parameter of each airshed.
- ☐ Develop timeline for completion of plans.
- ☐ Complete secondary aerosols research.
- ☐ Involve community and other agencies to derive and implement community-based solutions with monthly meetings.

Forecasted:

Complete Treasure Valley and Portneuf Valley Airshed Management Plans by 2006.

Use airshed management plans to guide permits, monitoring, and compliance activities within each airshed.

Establish scientific basis for airshed management.

Conduct regularly scheduled community outreach activities.

Develop policy and regulatory framework.

Utilize airshed management mechanisms and tools.

Measures of Success

Interim Measures:

Community-based implementation plans and multi-agency Memorandum of Understandings to implement airshed approach.

Completed regulatory steps and legislation/rules to address airshed-based management.

Implementation of emission allocations and compliance assurance.

Environmental Indicator:

Attain and maintain air quality standards in the Treasure and Portneuf Valleys.

INVESTMENT:

Project investments for the Treasure Valley are estimated at the equivalent of 4.7 persons for the year 2001, approximately doubling to 8.9 in 2002, then decreasing to 5.2 equivalent persons in 2005. For the Portneuf Valley, investments remain steady at the equivalent of 3.3 persons for the duration.

Develop State Lead for the National Pollution Discharge Elimination System (NPDES) program. ([Appendix pp. 1-13](#))

As implementation plans are executed for improving and/or protecting the Water Quality of the State's streams, it is important that a coordinated set of measurement tools is available. Currently, the U.S. Environmental Protection Agency (EPA) retains "primacy" for the program in Idaho. Nearly 400 NPDES permits exist in the State; many have been expired for years. There is interest in determining whether DEQ could provide better

service in the issuance of the permits, as well as more comprehensive implementation of management plans for Idaho's river segments. DEQ has developed a forum representing shareholders to discuss the NPDES program to determine a course of action which protects human health and the environment while providing a service to our customers.

Actions

Key Actions for This Year:

- ☐ Make a determination whether DEQ could provide better service in implementing the NPDES Program.
- ☐ Prepare preliminary cost estimates and discuss NPDES primacy with interested parties.
- ☐ Prepare outline of activities required to implement the NPDES program in Idaho.
- ☐ Select alternative implementation plans with EPA to determine feasibility.
- ☐ Identify and select funding alternatives.

Forecasted:

- If a "go" decision is reached, proceed with:
- Develop and implement a DEQ NPDES Program.
 - Develop rules and legislation.
 - Phase in over three years.

Measures of Success

Interim Measures:

Decision on state delegation of the NPDES program.

Improvement in issuance of NPDES Permits.

Environmental Indicator:

Improvement in water quality to meet Total Maximum Daily Loads (TMDLs).

INVESTMENT:

If delegation is obtained by the State, the NPDES program investment is projected to increase from 0.5 to 25 person years of effort over the next five years.

Attract and Retain Key Environmental Professionals.

[\(Appendix pp. 45-50\)](#)

The Department of Environmental Quality's greatest resource is our exceptional group of professionals. Changes made in our accountability system allow for better acknowledgment of top performers. Peer review and teaming concepts have increased productivity and resulted in a more employee-friendly workplace.

Dual challenges to retain our best staff and to attract high-caliber new employees are critical to our Department's continued and future success. Turnover costs the Department valuable and scarce resources to identify, recruit, and train qualified replacements. Crucial activities do not get done because of staff shortages.

DEQ competes with many local and regional businesses and organizations for employees. Currently, empty positions are going unfilled for significant periods of time because of the State's inability to compete in this marketplace.

Specific actions are planned over the next year to attract and retain key environmental professionals.



Actions

Key Actions for This Year:

- ☐ Conduct salary survey in cooperation with Division of Human Resources.
- ☐ Develop comprehensive recruitment strategy to include internships, job fairs, and marketing techniques.
- ☐ Promote DEQ's work environment supporting the pursuit of professional registrations and certifications.
- ☐ Provide cross-training as career enrichment for more experienced staff.
- ☐ Develop an Employee Personnel Program that includes:
 - ✓ Streamlining the processes for rewarding performers and taking disciplinary action when needed.
 - ✓ Establishing and facilitating employee recognition efforts.
 - ✓ Streamlining the hiring process to improve response time to managers.

Forecasted:

- Raise total compensation to within 90% of private sector pay.
- Reward exceptional performance.

Measures of Success

Reduced employee turnover rate.

Employee-tested satisfaction with innovative employee recognition program.

Number of processing days required between request for new employee and position filled.

Percent of positions filled.

Department of Environmental Quality Divisions

Each division within DEQ conducts many activities to accomplish respective goals. The following summaries list the major accomplishments each program area plans to achieve. Details regarding resources and specific tasks can be found in the 2001 DEQ Strategic Plan appendices, available upon request or at our website: www2.state.id.us/deq.

Waste Management & Remediation Division Activities

(Appendix pp. 14-22)

The Waste Management Program of this Division focuses on ensuring wastes generated in or entering Idaho are managed and disposed of in a manner protective of human health and the environment. DEQ has identified best management practices for certain industries and solid waste generators. These efforts are preventative rather than reactive in nature and encourage waste minimization.

In the Remediation Program, resources are directed toward responding to releases

of hazardous substances to surface waters, ground waters, or soils. Activities in this effort include addressing metals and other contaminants released from inactive mine sites, petroleum leaking from underground storage tanks, solvents entering soils and ground water, and radioactive and hazardous wastes at the INEEL site.

Working with the Water Quality Division, the Waste Management and Remediation Division expects to continue to commit significant resources

to the Phosphate Mining and Coeur d'Alene River Basin projects described in detail in the appendices.

The Waste Management and Remediation Division recently consolidated DEQ mining-related activities into a single program office. The Mine Waste Program will continue to work with active mines to ensure best management practices are followed and that bonding and closure requirements are met. The program also will focus on addressing environmental problems with inactive mines, with a goal toward prioritizing efforts and maintaining a strong state presence in mine clean-ups.

In the Waste Management Program, DEQ will continue its efforts to encourage waste minimization. For waste generated, DEQ will commit its resources to ensuring that management and disposal practices are protective of human health and the environment.

Actions

Key Actions for This Year:

- ☐ Develop a publicly accessible database for contaminated sites.
- ☐ Prioritize contaminated sites and focus on clean-up of high-priority sites.
- ☐ Develop schedule and convert interim-status hazardous waste facilities to either fully permitted or closed status.
- ☐ Start remediation activities at INEEL Test Area North.
- ☐ Complete Naval Reactor Facility Phase I remediation.
- ☐ Evaluate and change as necessary state authorization addressing mining and mineral processing to ensure environmental protection.
- ☐ Ensure non-municipal solid waste authorizations are environmentally protective and change as necessary.
- ☐ Clarify and strengthen DEQ's ability to address environmental crimes.

Forecasted:

- Achieve new milestones for RWMC buried wastes and update priority of remedial projects at INEEL.
- Amend INEEL Test Area North ROD to allow long-term in-situ bioremediation.
- Determine locations for siting an INEEL CERCLA disposal facility.
- Implement a tracking system for solid wastes.
- Develop risk-based corrective action standards for non-petroleum releases.

INVESTMENT:

Currently, the equivalent of 65 persons and \$830,000 in contracts are dedicated to waste management and remediation programs. Additional contract investments are outlined in the CdA Basin and phosphate mining sections of this plan.

Measures of Success

Interim Measures:

Percent of hazardous waste facilities in compliance.

Percent of reduction in contaminated sites.

Percent of reduction in releases from mining.

Percent of LUST sites cleaned up.

Increase in the number of non-municipal solid waste landfills protective of the environment.

Environmental Indicator:

Reduction in ground water and surface water contaminated with hazardous wastes.

Water Quality Division Activities [\(Appendix pp. 23-39\)](#)

State water quality programs are designed to ensure the quality of both Idaho's ground water and surface water. Programs consist of the following: drinking water, ground water, surface water, loans, and wastewater.

The Drinking Water Program ensures safe drinking water for Idahoans served by public water systems (PWSs) and administers Idaho's Safe Drinking Water Act (SDWA). Program tasks include regulating the design, construction, and operation of Idaho's public drinking water systems. DEQ also provides technical assistance, training, enforcement for compliance with state monitoring, maximum contaminant level, treatment

technique, and public notification requirements. The Loan Program provides below-market rate interest loans to Idaho communities to build or repair drinking water and wastewater treatment facilities.

The Ground Water Project's goal is to protect Idaho's ground water resources for current and future beneficial uses. The project utilizes education, technical assistance, inspections and source water assessment to address areas of ground water concern. The Ground Water Project is directing resources toward ground water areas that have been degraded. Degraded ground water areas have become a department-wide priority.

The Surface Water Program is responsible for the protection and restoration of Idaho's surface waters. The quality of water is protected by Idaho law. Plans have been developed to limit pollutants in waters not meeting water quality standards.

The Wastewater Program encompasses wastewater plan reviews, land application permitting activities, inspections, National Pollution Discharge Elimination System (NPDES) certifications and other wastewater-related issues. DEQ is assessing whether to assume a state NPDES primacy program in Idaho, as well as bolstering the existing program.



Actions

Key actions for this year:

- ☐ Drinking water: Reduce the backlog of ground water under the direct influence of surface water determinations by 15%, with elimination of backlog completed in 2005.
- ☐ Implement Capacity Development Strategy.
- ☐ Complete corrosion control determinations on 90 systems.
- ☐ Loans: Six drinking water and eight wastewater loans projected. Wastewater loans to be expanded for non-point source. Intended use plans for fundable projects completed for both loan programs.
- ☐ Ground water: Develop and implement a long-range ground water implementation plan. Assess one third of all areas providing water to Idaho's existing public drinking water systems.
- ☐ Wastewater: Complete permits, inspections, report reviews, and enforcement actions in a timely manner.
- ☐ Develop guidance for the Ground Water Quality Rule and Odor Enforcement.
- ☐ Complete 13 land application permits and major modifications this year.

Forecasted:

Migrate from old drinking water information management system to utilizing state-of-the-art technology.

Surface Water: Designate and assess beneficial uses for Idaho's waters.

Measures of Success

Interim Measures:

The percentage of public water systems (PWSs) in substantial compliance with microbial and nitrate treatment and monitoring requirements.

Number of loans made to public water systems to achieve or maintain compliance and to wastewater treatment facilities to protect beneficial uses.

The percent of public drinking water system sources assessed.

The percent of communities implementing source water protection activities.

Environmental Indicators:

Absence of water borne illnesses from PWSs.

Number of surface water bodies designated for beneficial uses.

The number of aquifers meeting maximum contaminant levels.

INVESTMENT:

Currently, the equivalent of 88 persons is dedicated to these projects.

Air Quality Division Activities [\(Appendix pp. 1-13\)](#)

DEQ's Air Quality Division is adopting an airshed management approach. Traditional activities such as ambient monitoring, source permitting, compliance, and enforcement will be strategically deployed statewide to ensure implementation of local airshed management priorities. Where air quality problems exist, permit and compliance processes must be

integrated into solutions designed by local advisory groups. Air pollution emission inventories, monitoring resources, modeling projects, and other scientific studies will be planned and executed on a prioritized basis. This will ensure that local airshed management plans are technically grounded and more readily acceptable to those affected.

Some air quality challenges facing Idaho are interstate or regional in nature. Issues such as smoke management and visibility protection require cooperation between Idaho and other states in the intermountain West. The Air Quality Division is developing a hazardous/toxic air pollutant program to replace existing air quality programs and standards that are not fully protective. DEQ will work to devise innovative and cooperative solutions to these air quality challenges.



Actions

Key Actions for This Year:

- ☐ Establish maximum concentration site for sulfur dioxide monitoring in Soda Springs.
- ☐ Develop an Odors Initiative, integrated with water quality division activities.
- ☐ Revise Idaho's Forest and Range smoke management program.
- ☐ Issue 53 Title V permits according to established schedule.
- ☐ Ensure adequate community involvement in the airshed process through regular public meetings.

Forecasted:

Negotiate a settlement for agricultural burning.

Develop management strategies and complete Clean Air Act requirements for Rathdrum, Pend Orielle, and Silver Valley airsheds.

Determine attainment status for all airsheds for all criteria pollutants through monitoring and dispersion modeling.

Establish Hazardous Air Pollutant/Toxic Air Pollutant Program airshed priorities.

Establish emission inventory program.

Upgrade Department modeling capabilities to incorporate state of the science air quality modeling.

Establish Air Quality Index/Advisory coverage for all airsheds.

Continue compliance efforts according to existing practices as outlined in the compliance assurance agreement.

Enhance permit program to incorporate airshed management goals statewide.

Issue permits to construct (PTC) and Tier II operating permits to support airshed management goals statewide.

Implement the Regional Haze Rule in Idaho.

Measures of Success

Interim Measures:

Monitoring plan tailored to and supporting local airshed plans.

Ambient ozone data for Rathdrum Prairie.

Controls and other strategies implemented to reduce hazardous and toxic pollutant emissions.

Increase in percentage of inspected facilities and point sources in compliance with regulations and permits.

Number of airsheds in compliance.

All permits written to implement airshed plans.

Prescribed fire and field burning practices integrated into airshed protection plans.

Environmental Indicators:

Improving air quality trends in Idaho.

Idaho's Class I areas meet visibility protection goals through the Regional Haze Rule.

INVESTMENT:

The investment for these tasks amounts to the equivalent of 60 persons for 2001 and will increase to the equivalent of 86 persons by 2005.

IMPLEMENTATION ([Appendix pp. 45-50](#))

The six **regional offices** of DEQ, located in Coeur d'Alene, Lewiston, Boise, Twin Falls, Pocatello and Idaho Falls, are the service providers of the Department. Regional offices implement environmental programs and provide services closest to the Department's clients. As a part of the planning process, program and regional administrators will assess how well operations in the field are aligning with the direction set by the Strategic Plan.

On July 01, 2000, the State of Idaho INEEL Oversight Program became a part of the new Department of Environmental Quality. The Oversight Program performs independent nonregulatory oversight of U.S. Department of Energy (DOE) activities in Idaho, including operations at the Idaho National Engineering and Environmental Laboratory (INEEL). The Oversight Program coordinates its strategic planning efforts with the remainder of DEQ and other state agencies with responsibilities related to DOE activities in Idaho. Its plans are available at Oversight Program offices in Boise and Idaho Falls or at DEQ's website, www2.state.id.us/deq.

- ◆ **Administrative Services** will focus on increasing efficiency and productivity of the Department. A goal for this year is to reduce administrative costs. Increased focus also will be placed on recruitment and retention of a professional and diverse workforce. Continuous improvement of employee performance will be enhanced by providing training and career tracks for employees at all levels of the Department. A five-year plan has been drafted to prepare the Department for future space and facility needs.
- ◆ Administrative Services will provide information and outreach to facilitate investment in community-wide environmental protection. Also, information on environmental quality will be made easily accessible electronically to the public and DEQ employees. Details on administrative services actions can be found in the appendices to the Strategic Plan.
- ◆ The **Planning Office** provides program evaluations and facilitates regional office communication with

program offices to execute the Strategic Plan. A key priority for the Planning Office is to develop an environmental management vision for DEQ by December 2001. Over the next five years, the Planning Office will provide plans and strategies to guide the Department's goals and priorities with the long-term vision. A schedule for planning's efforts can be found in the appendices to the Strategic Plan.

- ◆ The **Technical Services Office** was established in the 1999 reorganization to assure more efficient use of the Department's technical and scientific expertise. The first priorities of this office were to establish procedures and processes to provide technical and scientific services to DEQ's state and regional environmental programs. Technical Services has achieved the goal of using scientific expertise where it is most needed. Technical Services is now focusing on making its services competitive, with a high level of satisfaction and quality products to its customers. This group serves as a training center for new staff who may relocate to Regional Offices over time. Details of Technical Services strategic planning contribution are found in the appendices.

Summary:

This Strategic Plan and appendices set forth a clear direction for the Department of Environmental Quality and prescribe specific actions to be taken over the next five years. Measures of success will provide the information necessary to assess our progress toward desired environmental results. As DEQ builds on this plan, the reader can readily track our accomplishments.